

Seattle Police Manual

3.070 – Performance Mentoring Program

Effective Date: DRAFT

3.070-POL

This policy applies to the use of the Performance Mentoring Program (PMP). The Performance Mentoring Program shall employ risk management strategies that are not punitive or disciplinary in nature.

The goal is to intervene and offer assistance by identifying and modifying possible problematic behaviors before they result in actions that are contrary to the mission and fundamental values of the Seattle Police Department.

The Performance Mentoring Program represents the Department's commitment to coach and mentor its officers and to document supervisors' efforts in this area.

The program is designed to support the employee through mentoring and coaching by supervisors. The use of the PMP provides employees:

- Career Development
- Training/Education
- Job Performance Feedback
- Other Pathways to Improve Performance

1. Threshold Levels Initiate the PMP

When criteria thresholds are met, a Performance Mentoring Review will be conducted for the involved employee. These thresholds are:

Indicator Criteria	Threshold Levels
A. Supervisory recommendations	Each will be reviewed
B. Use-of-force	TBD number of incidents investigated at Type II or Type III, or firearms discharges, within 6 months
C. Vehicle collisions	TBD preventable collisions within 12 months
D. Receipt of OPA or EEO complaints	TBD complaints within 12 months
E. Named in police actions claims or lawsuits against the Department	TBD within 36 months
F. Vehicle Pursuits	TBD within 6 months
G. Aggregate incidents involving indicator criteria A through F	TBD within 12 months

If a Performance Mentoring Review has been initiated within the last twelve months, the thresholds dictating the initiation of a new PMR are:

Indicator Criteria	Threshold Levels
A. Supervisory recommendations	Each will be reviewed.
B. Use-of-force	TBD incidents investigated at Type II or Type III, or firearms discharges, within 6 months
C. Vehicle collisions	TBD preventable collision within 6 months
D. Receipt of OPA or EEO complaints	TBD complaints within 12 months
E. Named in police actions claims or lawsuits against the Department	TBD
F. Vehicle Pursuits	TBD
G. Aggregate incidents involving indicator criteria A through F	TBD

2. After Receipt of the Completed PMR, the Section Captain Shall Decide Whether or Not to Initiate a Mentoring Plan

If the section captain decides to initiate a Mentoring Plan, they may designate a 30, 60, 90 day review period. They may also designate "other" or "no review necessary." The section captain is then responsible for implementing and overseeing the Mentoring Plan utilizing the PMP Progress Report.

3. The Performance Mentoring Program Committee Will Monitor the Performance Mentoring Program

The PMP Committee will be comprised of stakeholders within SPD, to include:

- Operations Bureau Chief or designee
- Investigations Bureau Chief or designee
- OPA Director or designee
- Representative from the Force Investigations Team
- Employee Services Lieutenant
- Performance Mentoring Coordinator

The committee's responsibility is to ensure:

- Ensure SPD is meeting, in a timely manner, its objective of observing and documenting trends and patterns of problematic behaviors.

- Ensure SPD is meeting its objective of mentoring and coaching its officers and supervisors with the goal of improving job performance.
- Review the threshold criteria semi-annually for relevancy and proper levels. The PMP Committee will forward any recommendations regarding thresholds or criteria to the Chief of Police.

The Performance Mentoring Coordinator will be responsible for scheduling meetings of the committee on a semi-annual basis.

4. The Performance Mentoring Coordinator Maintains Resources and Toolkit for the Performance Mentoring Program

5. The Performance Mentoring Coordinator Collects, Maintains and Retrieves Information Related to Certain Precinct-Level Activity

- Uses of force
- OPA complaints and their dispositions
- Numbers of individual officers who have triggered PMP Reviews
- Frequency of PMP Reviews generated by officers assigned to specific supervisors in order to identify supervisors in need of additional skills and training

6. Sergeants of Officers Assigned to the PMP Program Shall Coach and Mentor Employees About Issues and Behaviors That Indicate Possible Problematic Behavior

Sergeants shall carry out strategies to correct and modify the behaviors identified by the PMP. Performance Mentoring of employees shall include:

- Regular and consistent conversations with employees about issues and incidents that affect behavior and performance.
- Mandatory sergeant ride-alongs with employees longer than one hour in duration at least twice per work week.
- Mandatory sergeant accompaniment of employees on at least four calls/traffic stops/citizen contacts per work week.
- Mandatory after action debriefs of significant events, arrests or other incidents that are an indicator criteria for the Performance Mentoring Program.

Debrief Exceptions: Designated Type III Use of Force incidents, to include firearms discharges, and any open OPA complaint cannot be discussed in detail, per Labor Agreements and Department Policy. Sergeants may discuss, for OPA complaints, general issues and best practices with the involved officers after that officer has given a statement and has been interviewed by OPA.

7. Sergeants Will Document Actions

Sergeants will document coaching and mentoring in the Performance Appraisal System. See Seattle Police Manual Section 2.070-Performance Evaluation

3.070-PRO-1 Documenting the PMR and Creating the Mentoring Plan

Performance Mentoring Coordinator (PMC)

1. **Identifies** the employee who has met the criteria for the Performance Mentoring Review.
2. **Notifies** the employee's section captain that a Performance Mentoring Review needs to be completed.

Captain

3. **Assigns** Performance Mentoring Review to a Lieutenant in the affected employee's chain of command.

Lieutenant

4. **Reviews** the factors and circumstances that lead to the PMR.
5. **Assigns** the PMR to the affected employee's sergeant.

6. **Directs** that sergeant to employ such coaching and mentoring strategies as ride-alongs, assigned reading and other options as designated in the Section **6** of this policy.

Sergeant

7. **Reviews** the Performance Mentoring Program triggering incidents using strategies and resources in the online Performance Mentoring Supervisor's Toolkit, or other resources.
8. **Makes** a recommendation through the chain of command to the section captain as to whether a Mentoring Plan for the affected employee is appropriate.
9. **Develops**, in conjunction with the chain of command, a Mentoring Plan for the affected employee using the checklists provided on the Performance Mentoring Review Report.
10. **Submits** Mentoring Plan or Performance Mentoring Review recommending no action, through the supervisory chain of command to the section captain within two weeks of receipt.

Lieutenant

11. **Reviews**

Performance Mentoring Reviews developed by sergeant for completeness and appropriateness.

12. **Directs**

corrections, modifications, and/or additions to the Performance Mentoring Review when needed.

13. **Recommends** whether or not employee should be assigned to the Performance Mentoring Program via a Mentoring Plan.

Captain

14. **Reviews** PMRs developed by subordinates for completeness and appropriateness.

15. **Designates** whether or not a Mentoring Plan is appropriate based on completed PMR and establishes a specific length of time for affected employees Mentoring Plan to be completed.

16. **Forwards** completed Performance Mentoring Review to the PMC, within one week of receipt.

Performance Mentoring Coordinator

17. **Receives** the completed Performance Mentoring Review from the captain.

18. **Forwards** completed Performance Mentoring Review to the affected employee's bureau chief for concurrence or return for additional action as specified by Bureau Chief.

19. **Provides** assistance and acts as a resource to personnel involved in the mentoring process.

3.070-PRO-2 Implementing and Completing Mentoring Plan

Performance Mentoring Coordinator

1. **Sends**, upon receipt of a completed Performance Mentoring Review from the section captain, a Performance Mentoring Progress Report (PMPR) form to the lieutenant of the affected employee, and continues to send these twice monthly until the Mentoring Plan (as specified by the section

captain) has been fully implemented and closed.

Lieutenant

2. **Reviews** Mentoring Plan with affected employee and sergeant assigned.
3. **Ensures** sergeant implements Mentoring Plan, to include documenting strategies used, employee feedback and progress made.

Sergeant

4. **Coaches** and **Mentors** affected employee. Meets with employee and attempts to find root cause of problematic behaviors. Uses resources and strategies detailed in the online Performance Mentoring Supervisor's Toolkit to provide continual support and training for affected employee.
5. **Utilizes** checklist provided on PMPR to document actions/training taken.
6. **Modifies**, in conjunction with the chain of command, the Mentoring Plan as needed.
7. **Submits** a Performance Mentoring Progress Report on a

twice monthly basis to their supervisory chain for review and concurrence.

8. **Documents** in the Performance Appraisal System (PAS) that this PMPR was done, along with any actions or additional training given to affected employee.
9. Upon **Completion** of designated Review Period, documents and recommends on PMPR form whether or not affected employee has participated in and made progress in the designated training/coaching.

Lieutenant

10. **Reviews** Performance Mentoring Review for affected employee and related Performance Mentoring Progress Reports.
11. **Specifies** on PMPR, if at the completion of designated Review Period, whether or not employee should be removed from Performance Mentoring Program.
12. **Forwards** completed Performance Mentoring Progress Reports to the section captain.

Captain

13. **Reviews** completed PMPR's forwarded by lieutenant for completeness and appropriateness.
14. **Designates**, if appropriate, that the affected employee has completed the designated review period and should be removed from the Performance Mentoring Program or; that the Performance Mentoring Plan will be extended for another specified time period.

Performance Mentoring Coordinator

11. **Receives** the completed Performance Mentoring Progress Reports from the captain.
12. **Forwards** Completed Performance Mentoring Progress Reports to employee's bureau chief for review.

Bureau Chief

13. **Reviews** completed Mentoring Plan reports prepared by subordinates.

14. **Designates** final disposition of Mentoring Plan as **completed** or **directs** additional actions.